



**Project Management Career Development
Program (PMCDP) Business Line**

FISCAL YEAR 2008 – 2012 PLAN

April 17, 2008

INTRODUCTION

Project Management is a critical activity within the U.S. Department of Energy (DOE). Improving DOE's project management capabilities and project performance is one of the primary purposes for the design and implementation of the Project Management Career Development Program (PMCDP). The PMCDP Business Line, within the Office of Engineering and Construction Management (OECM), supports this by providing developmental activities for staff who direct or manage projects. Many DOE projects represent the forefront of scientific and engineering advancements and capabilities. Included among them are project portfolios ranging from nuclear technology and security, energy research and development in diverse areas, scientific research and development, and environmental management. While project management in DOE encompasses a wide range of DOE's corporate capability, some of the most complex and visible projects in DOE are its Capital Assets, under the direction of Federal Project Directors. *Project Management for the Acquisition of Project Assets*, DOE M 413.3-1A, describes these projects as those supporting,

“A program mission having defined points for starting and ending undertaken to create a product, facility, or system and containing interdependent activities planned to meet a common objective or mission. A project is a basic building block (in relation to a program) that is individually planned, approved, and managed. A project is not constrained to any specific element of the budget structure (e.g., operating expense, plant or capital equipment). Projects include planning and execution of construction, renovation, modification, environmental restoration, decontamination and decommissioning, large capital equipment, and technology development activities. Work that does not include the above elements, e.g., basic research, grants, ordinary repairs, maintenance, and operation of facilities are not considered projects. However, these activities can be managed as projects.”

Correspondingly, DOE project directors require a wide range of knowledge, skills, and abilities to successfully manage Capital Assets. The establishment of the PMCDP and its support through the PMCDP Business Line endeavors to facilitate sustained improvements in the full life cycle of projects by providing career and professional development for staff tasked with responsibilities of project oversight and accountability. Such staff members include DOE's Federal Project Directors, members of Integrated Project Teams, and the acquisition workforce.

ECONOMIC ANALYSIS

This Business Line has two main segments: Project Management Career Development Program (PMCDP) and Specialized Courses in the areas of Real Property Asset Management (RPAM) and Program Management Fundamentals. Specialized courses are organized under the pricing structure of the PMCDP Business Line. PMCDP courses within the Business Line are priced based on fixed cost allocation methods and specialized courses are priced based on variable cost consumption methods. The goal of the PMCDP segment is to provide training services to the Department's program offices for project development and certification, particularly for managing DOE's capital assets. The goal of the Specialized Courses segment is to provide training and development in key knowledge and technical areas. This specialize training is

**Project Management Career Development Program
FISCAL YEAR 2008 – 2012 PLAN**

Page 2

designed to assist staff working in areas related to managing and maintaining DOE's capital assets. The source data for this analysis are DOE actual accounting reports and other published sources.¹

The majority of courses under the PMCDP are designed for twenty participants. Travel is not included in costs in the PMCDP Business Line. Accordingly, courses are scheduled at locations based on needs identified by participants. Although revenue is not generated based on the number of participants, higher course attendance can result in a lower distribution of cost per participant. Because the PMCDP scheduling is tailored to meet the needs of participants by conducting courses, where they need them, program customers benefit most when course attendance is high. The minimum attendance threshold is typically eight participants per class session. When enrollment is low, class sessions are cancelled and rescheduled at alternative locations to maximize participation. Costs for courses are derived from fixed price allocation to the Business Line.

As certification and continuing education requirements are updated, existing courses are updated and new courses developed. The cost for development is included in the fixed price allocation to the Business Line.

FY 2006 (\$ thousand(s))											
Pricing Segment	Overhead			Direct		Subtotal	Percent of Costs				
	Federal FTE	Related Exp	Other Mgt	Labor	Material and Supplies		Federal FTE	Related Exp	Other Mgt	Labor	Material and Supplies
PMCDP											
Training	132	40	-	600	-	771	17.1%	5.1%	0.0%	77.8%	0.0%
Certification	132	40	-	500	-	671	19.8%	5.9%	0.0%	74.5%	0.0%

Unit Cost (whole dollars)											
Pricing Segment	Units	Federal FTE	Related Exp	Other Mgt	Labor	Material and Supplies	Subtotal	Incremental Costs	Fixed	Variable	Pricing Policy
PMCDP											
Training	71	1852.11	556.34	-	8450.70	-	10859.15	200/day	671	100	Tax
Certification	101	1301.98	391.09	-	4950.50	-	6643.56	n/a	671	0	Tax

Overhead costs are subsidized by the Office of Engineering and Construction Management (MA). Overhead costs are estimated at 24% of all costs. Related expenses attributed to overhead costs are estimated at approximately 6%. Direct costs, the majority of which are labor, account for are 76% of all costs.

Generally, the majority of the costs are fixed. Variable costs are attributed to costs related to specialized courses and/or special tailored products.

¹ The source accounting data is from the FY 2006 final STARS data. Indirect costs are from the *FY 2006 Indirect Cost Analysis* prepared for the DOE IG, and units of production commonly derived from the performance reports included in the *Fiscal Year 2006 Annual Report* of the WCF.

Best Value Approach: The PMCDP manages costs by controlling unit costs for training. By implementing minimum participation levels in training classes, the PMCDP Business Line maintains the average participant costs at an efficient level commensurate with its mission as a Certification provider.

Baselines: Baseline data for participant cost is available. Participant costs of services prior to FY 2005 rely on estimate participation levels. Nonetheless, baseline data and analysis for estimated average participant costs will be made available in the FY 2009 plan.

BALANCED SCORE CARD OBJECTIVES AND GOALS

- Customer Objective: Increase customer usage
 - Increase the number of persons certified
 - Increase communication execution
- Success Objective: Maximize customer certification
 - Increase the percentage of persons certified that are required to attain certification
 - Increase the percentage of persons certified to required levels
 - (Line Item Projects)
 - Increase the percentage of persons certified to required levels (Environmental Clean-up Projects)
- Process Objective: Streamline internal processes
 - Maximize participation compared to planned capacity
 - Maximize Percentage participants successful complete course (i.e., pass)
 - Increase percentage of applicants certified
- Business Intelligence Objective: Improve systems in support of Business Line mission
 - Professional development of Business Line manager
 - Increase percentage of Federal Project Directors (on board) associated to the PMCDP Employee Self Service (ESS) module

FY 2007 ACHIEVEMENTS

- Completed 41 Federal Project Director (FPD) certifications. A total of 248 persons were issued certifications as of September 30, 2007. Including reported attrition, a total of 230 certified FPDs were on board as of September 30, 2007.
 - Additional 37 Information Technology FPDs were certified by Office by the Chief Information Officer (including reported attrition, approximately 116 information technology project directors certified were on board by the end of FY 2007).
 - Conducted ten Certification and Policy Review Board meetings.
 - Conducted 43 PMCDP course sessions attended by 771 participants.
 - Completed two prototype deliveries of course sessions.
 - Conducted a DOE O 361.1A PMCDP Review Workshop.
-

- Executed design enhancements of PMCDP module in the Employee Self Service (ESS) system, which serves as an electronic corporate repository database of critical core competencies of DOE/NNSA Federal Project Directors.
- Completed needs assessment of program customers across the DOE/NNSA complex.
- Executed renewal of DOE Registered Education Provider (R.E.P.) status with the Project Management Institute (PMI). (By the end of FY 2007, twenty-one DOE courses were externally reviewed by Project Management Institute (PMI) and awarded Professional Development Units (PDUs).)
- Supported the Office of Engineering and Construction Management Project Management Workshop and awarded PDUs recognized by PMI.

BUSINESS LINE DESCRIPTION

The PMCDP encompasses a range of developmental, mentoring, training, and rotational activities, leading to project management certification, based upon competencies commensurate with a specific performance level. This program satisfies other requirements, such as Information Technology Project Management and Acquisition Management certifications, based on different thresholds and regulatory requirements.

The PMCDP currently offers 28 training courses, six developmental activities, and experiential components of varying complexity based on certification level. Additionally, PMCDP offers other products and services such as,

- Courseware research and development
- Courseware prototype and delivery
- Curriculum management
- Project management research and development
- Certification management
- Evaluation
- Market research and marketing
- Knowledge management (including capabilities such as DOE standards and guidelines, technical papers, presentations, workshops, seminars, videos, and web-based applications, etc.)
- Continuing education

The PMCDP Business Line also supports two additional specialized courses in the areas of:

- Real Property Asset Management, and
- Program Management Fundamentals.

These two courses are not a part of a certification program; however, they can be applied toward continuation education for project management certification.

BACKGROUND

The PMCDP module establishes the requirements, responsibilities, certification guidelines, and necessary training for DOE FPDs. DOE G 361.1A *Project Management Career Development Program Certification and Equivalency Guidelines* (CEG) establishes the competency requirements for all DOE federal project management personnel certified as DOE FPDs in accordance with DOE Order 361.1B, Chapter IV. In regard to related DOE directives, on March 28, 2003, the Deputy Secretary directed implementation of DOE M 413.3-1, *Project Management for the Acquisition of Capital Assets*. A key change introduced in the manual is the change in title of federal “project manager” to federal “project director.” Additionally, guidance for managing DOE Capital Assets was updated with the issuance of DOE O 413.3A, *Program and Project Management for the Acquisition of Capital Assets*, on July 28, 2006.

The implementation of the PMCDP supports the President’s Management Agenda in the area of Strategic Human Capital Management. Further, the Office of Management and Budget and the Office of Personnel Management approved the PMCDP.

OVERVIEW OF THE PMCDP

Federal Project Directors are responsible for the planning, programming, budgeting, and acquisition of capital assets. The PMCDP identifies the knowledge, development, and certification corresponding to their level of responsibility. Moreover, FPDs are expected to attain levels of certification equivalent to the complexity of projects under their direction.

Program Secretarial Officers (PSOs) and Field Element Managers (FEMs) or their formal designees (including operations offices, site offices, area offices, project offices, and service centers) are responsible for ensuring their FPDs are certified at an appropriate level before delegating project management authority for a Capital Asset project.

Further, PMCDP provides developmental opportunities for project management staff other than the FPD. Such persons may have key responsibilities in Program Secretarial Offices/Staff Offices for earned value management, contract management, financial management, health and safety management, environmental regulatory reporting, risk management, value management, and other job related requirements.

PMCDP participants and customers of the PMCDP Business Line include not only FPDs but members of Integrated Project Teams, project managers without responsibility for Capital Assets, and other members of the acquisition workforce.

Project management certification under the program is based upon a detailed set of knowledge, skills, and abilities (KSAs) necessary to effectively manage projects mapped to specific Total Project Cost (TPC) ranges. The requirements for knowledge and work/developmental activities

are outlined in the certification standards contained in DOE Order 361.1B. The certification standard defines four performance levels that represent increasing project responsibility and complexity based on TPC in millions (M) of dollars.

- Level 1: Incumbents responsible for projects with TPC greater than \$5M and equal to or less than \$20M.
- Level 2: Incumbents responsible for projects with TPC greater than \$20M and equal to or less than \$100M.
- Level 3: Incumbents responsible for projects with TPC greater than \$100M and equal to or less than \$400M.
- Level 4: Incumbents responsible for projects with TPC exceeding \$400 M.

These four TPC-based responsibility levels correspond to the four project reporting thresholds identified in DOE O 413.3A, *Program and Project Management for the Acquisition of Capital Assets*. If an FPD is managing a portfolio of projects, the required FPD certification level is determined by the project with the highest TPC dollar value. Considerations for EM clean up projects, other than TPC, may increase project director certification requirements. Among these considerations are technical complexity, management complexity, risk, visibility, and stakeholder interests. The table in the Attachment shows the certification requirements at each performance level. Additionally, to maintain certification at an achieved level, a certified Federal Project Director must complete 60 hours of continuing education biennially.

PARTICIPANTS

Certification is required for current FPDs actively directing capital asset projects. These persons are identified as “incumbent” FPDs and are key customers of the PMCDP Business Line. Others who are not incumbent FPDs, but actively seek certification are identified as “candidate” FPDs. Those who do not desire certification but enter the program are identified in PMCDP as “other” participants.

INCUMBENCY

As noted previously, the DOE PMCDP establishes guidelines for four certification levels corresponding to progressive levels of project responsibility, complexity, and visibility as well as progressive project management experience. There is no "grandfather" provision under this program.

In an effort to define the training and experiential needs of the incumbent FPDs, OECM conducted a gap analysis of project director and candidate profile data received from Program Secretarial Offices (PSO). The results of this data provided a baseline for course development

and for identifying schedules and key locations for course delivery to appropriately reach PMCDP's customers.

CUSTOMER BASE

The PMCDP Business Line supports the PMCDP program in implementing an established curriculum, developmental, and experiential activities. Incumbent and candidate FPDs can engage in activities commensurate with their project management experience and developmental goals. Although the goal of certification is not a requirement for participation in the PMCDP, the PMCDP offers a range of development activities geared to individual knowledge gap areas to help participants stay abreast of up to date knowledge and application in specific project management, professional, and technical areas as well as meet skill needs of DOE's program and staff offices.

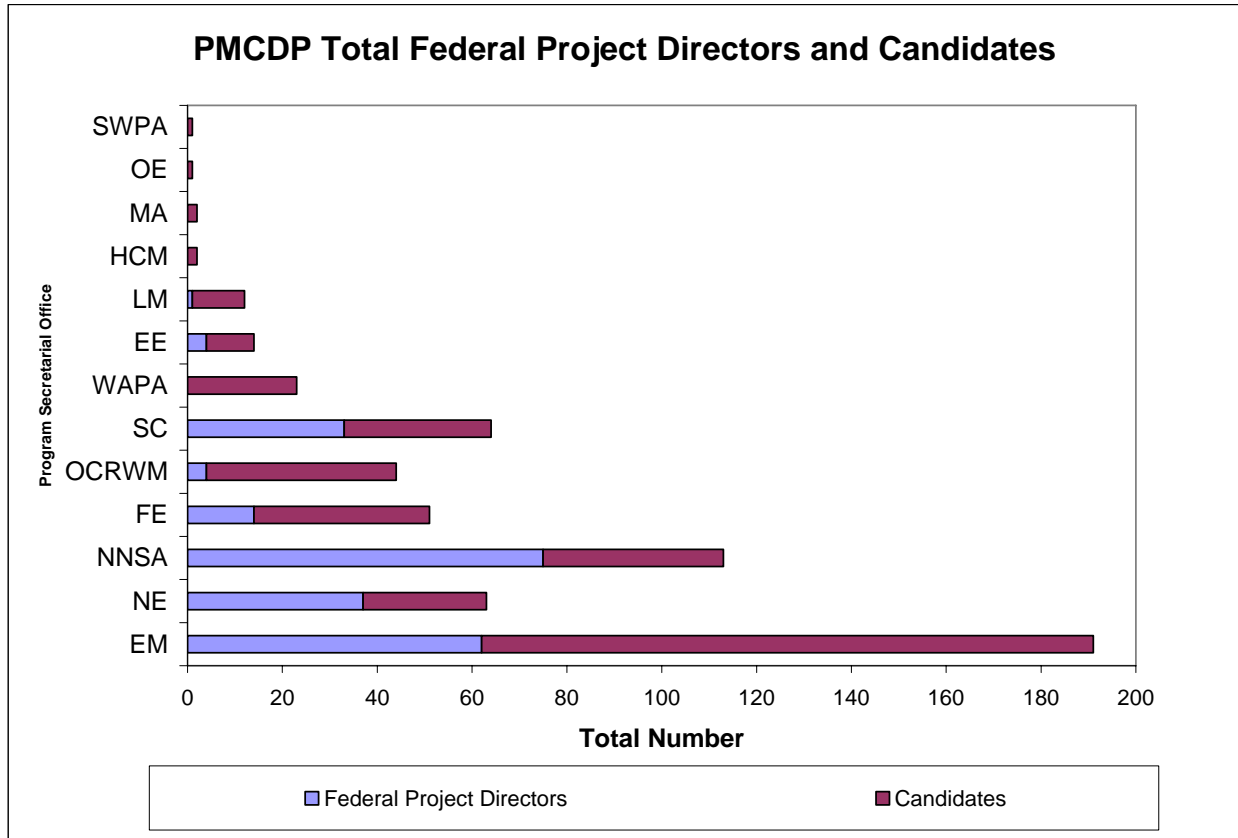
CERTIFICATION OF PROJECT DIRECTORS

The PMCDP Business Line supports the PMCDP Certification Review Board (CRB) by preparing and coordinating review documentation for the CRB and providing independent review of incumbent and candidate project director profile information. Collectively, the certification review ascertains that all required information has been provided, all competency areas have been adequately addressed, and a complete project history/work history is reflective of the project director's roles and responsibilities, as well as, project portfolio complexity. A key product of this service of the PMCDP Business Line is FPD certification recommendations.

PROJECT DIRECTOR COMMUNITY

In August 2004, 296 Federal Project Directors, candidates and others identified themselves or were identified by their PSOs as requiring/requesting certification. By the end of FY 2007, 341 persons were identified in CHRIS/ESS as Federal Project Directors or candidates for certification. Chart 1-1 shows the number of Federal Project Directors and candidates by PSO.

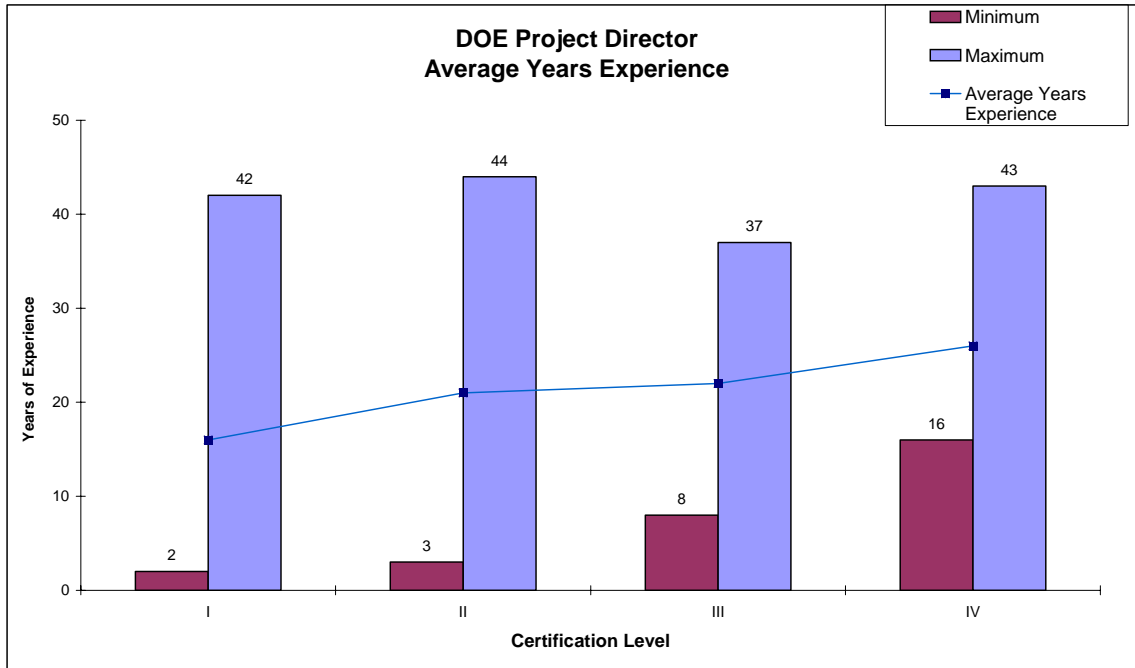
**Chart 1-1. Total Number of DOE Federal Project Directors and Candidates
FY 2007 Data**



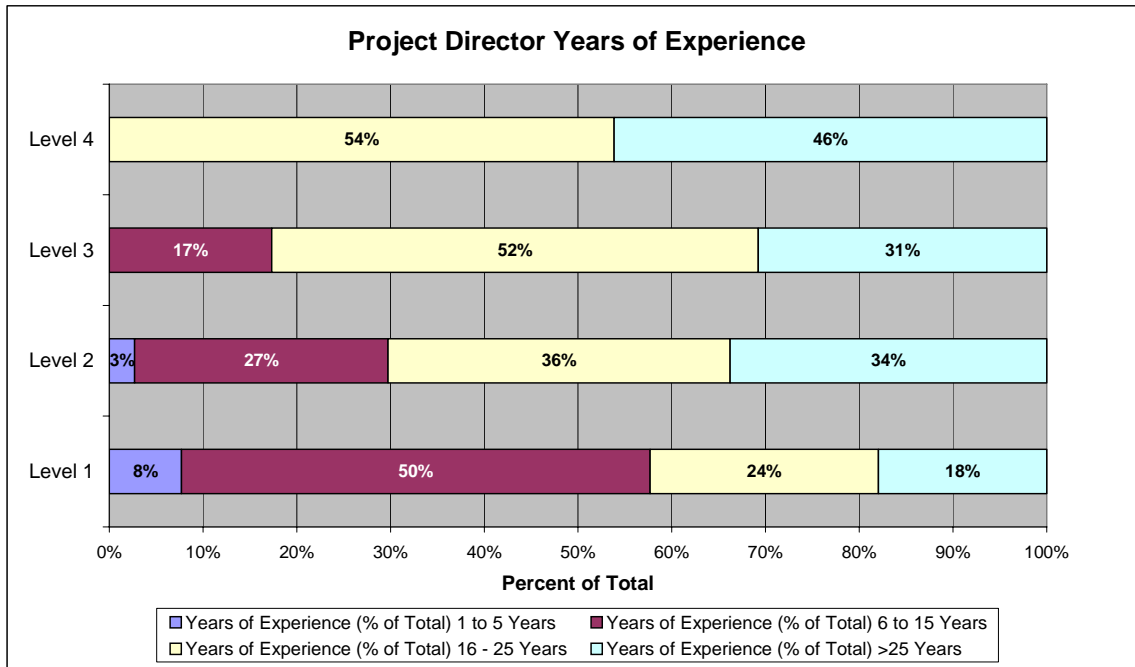
The Federal Project Director and candidate workforce is well experienced and educated. Data collected from the cadre of certified FPDs from December 2003 through February 2008 indicates approximately 100% of the certified Federal Project Directors report they had at least an undergraduate degree, 83% reported they had an engineering degree, 38% reported they were certified Project Management Professionals (through Project Management Institute), and 21% reported they held a Professional Engineering license. DOE Certified project directors averaged 19 years of reported experience. In addition, 45% of the certified project directors reported they had previous private industry experience.

PMCDP certified FPDs reported an average of 19 years experience in project management. Chart 1-2 depicts the maximum, minimum and average experience for all levels based on FY 2007 data. As expected, Level 4 participants had the longest tenure (see Chart 1-3).

**Chart 1-2. Years of Experience for DOE Federal Project Directors and Candidates
2007 Data**

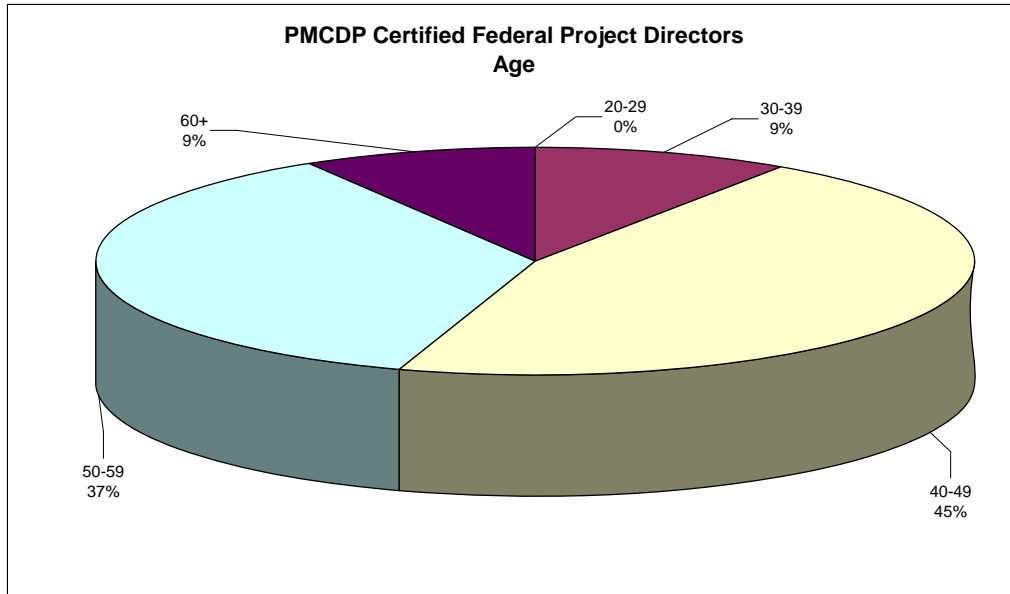


**Chart 1-3. Years of Experience for DOE Federal Project Directors
FY 2007 Data**



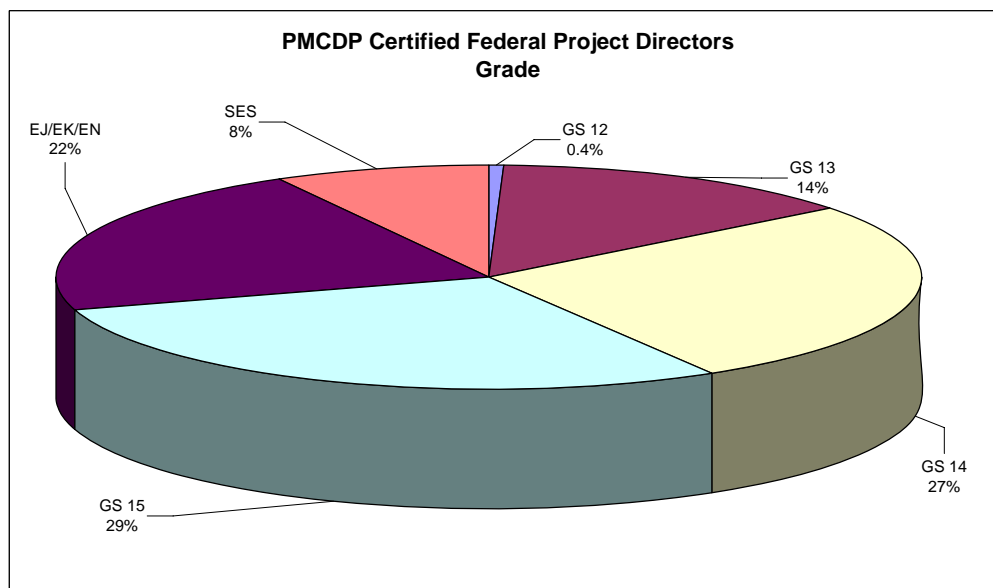
Age: Almost 50% of the FPDs are over 50 years old. Another 45% are between forty and fifty years old. Chart 1-4 shows the distribution of certified Federal Project Directors by age as of March 2008.

Chart 1-4. PMCDP Certified Federal Project Directors, by Age.



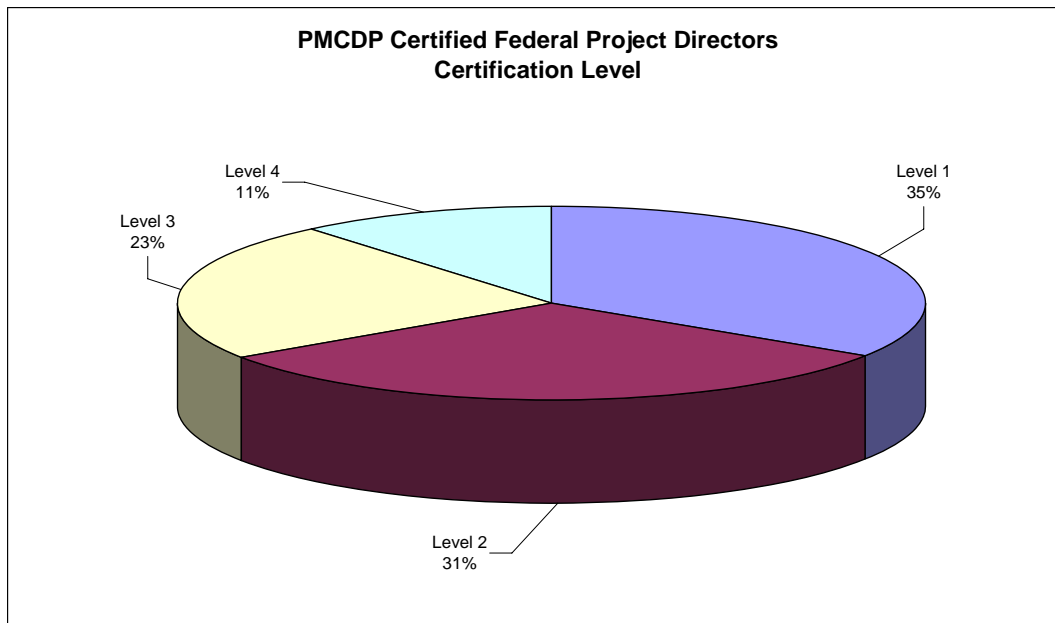
Grade structure: The majority of certified FPDs hold the grade of GS-15 or higher. Chart 1-5 details the grade levels of all certified Federal Project Directors as of March 2008.

Chart 1-5. PMCDP Certified Federal Project Directors, by Grade.



Certification Levels: The majority of certified FPDs attained certification at levels of 1 and 2. Chart 1-6 details the certification levels of all certified Federal Project Directors as of March 2008. 35% are certified at level 1 and 31% are certified at level 2. Certification to higher levels account for approximately 34% of persons certified (i.e., certifications at levels 3 and 4).

Chart 1-6. PMCDP Certified Federal Project Directors, by Level.

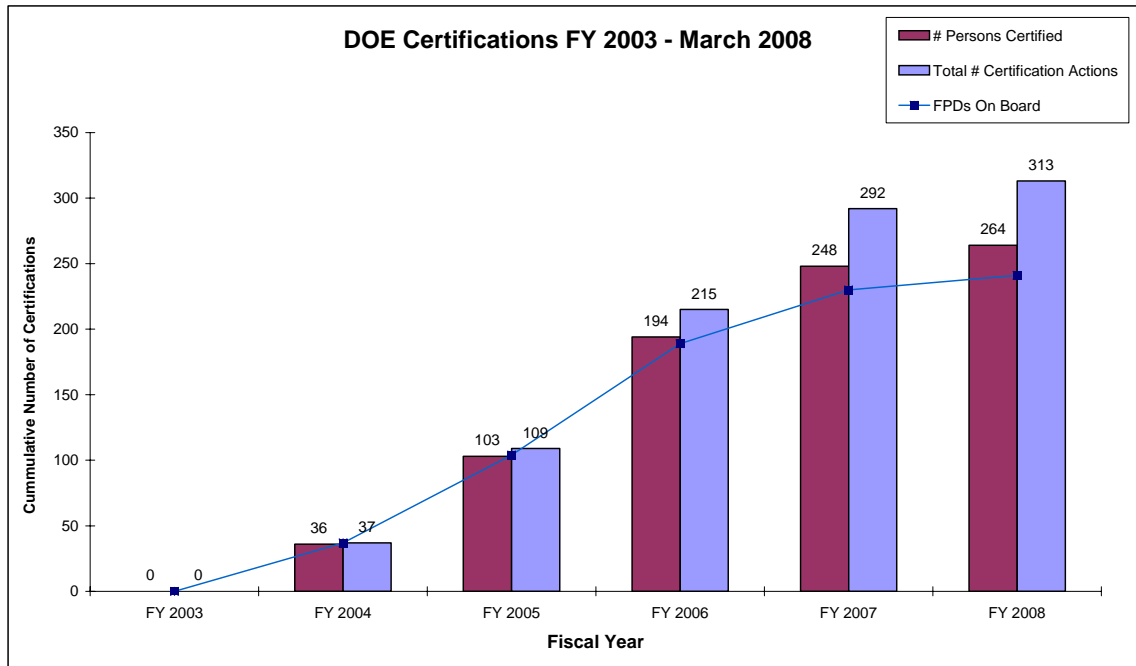


Between FY 2004 and March 2008, 314 certification actions were approved through the PMCDP. Two hundred and sixty-four of the 314 actions were for first-time Federal Project Director certifications. Some attained multiple levels of certification. Consequently, 50 of the 314 actions were for certifications to a higher level.

CUMULATIVE CERTIFICATIONS

By the end of FY 2007, 292 certifications were issued, of which 248 were initial certifications. Forty-four were certifications to a higher level. Between FY 2004 and March 2008, 241 persons were still on board of the 264 persons certified (9% attrition). Chart 1-7 shows the cumulative PMCDP certifications by Fiscal Year.

**Chart 1-7. Cumulative PMCDP Certifications by Fiscal Year
FY 2003 – March 2008 Data***

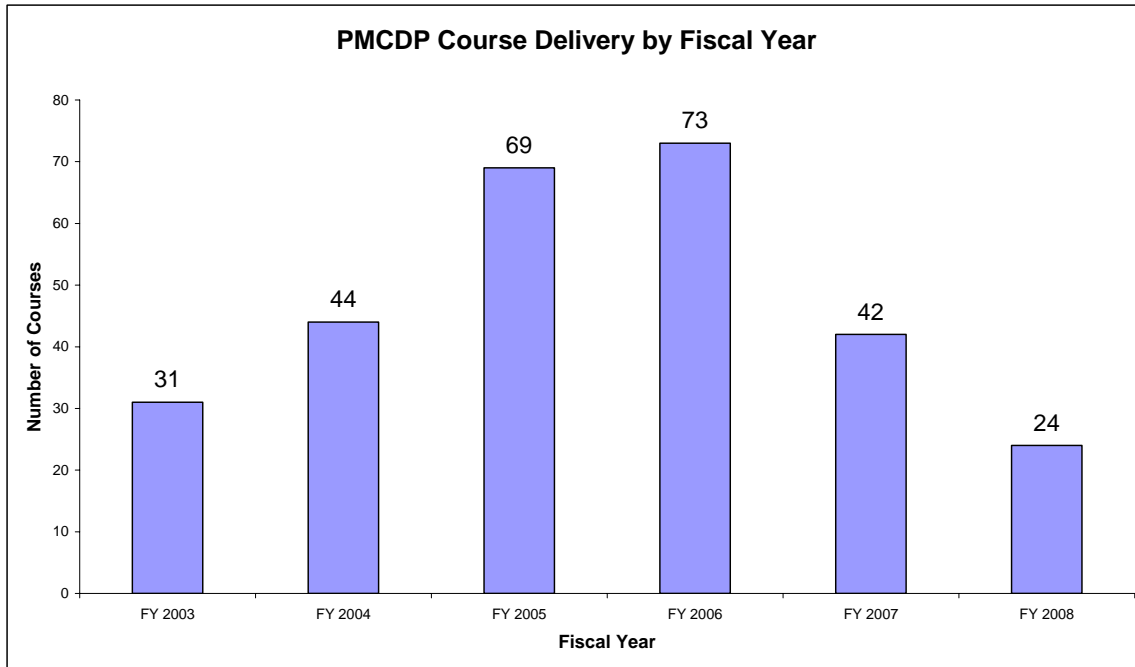


* FY 2008 data is calculated through March 2008

COURSE DELIVERY

PMCDP delivered 284 course sessions between FY 2003 – March 2008 across the DOE complex (see Chart 1-8 below). Out year delivery is expected to reach a steady state of 40-50 deliveries a year.

**Chart 1-8. PMCDP Course Delivery
FY 2003 – March 2008 Data***



* FY 2008 data is calculated through March 2008

The PMCDP Business Line is beginning to observe an increase in purchases of courses directly by customers. Direct purchases do not represent any direct cost benefit to the Business Line; however, it may represent an indicator for the perceived quality of coursework developed and delivered under the PMCDP as well as an indicator of demand. Increases in direct purchases of PMCDP coursework by customers may lead to an increase in use of funds to focus on new course developments particularly geared toward key project management and technical topics may be designed for delivery for continuing education. An increase in coursework products may lead to sustaining and/or increasing coursework delivery in out years.

SPECIALIZED COURSES

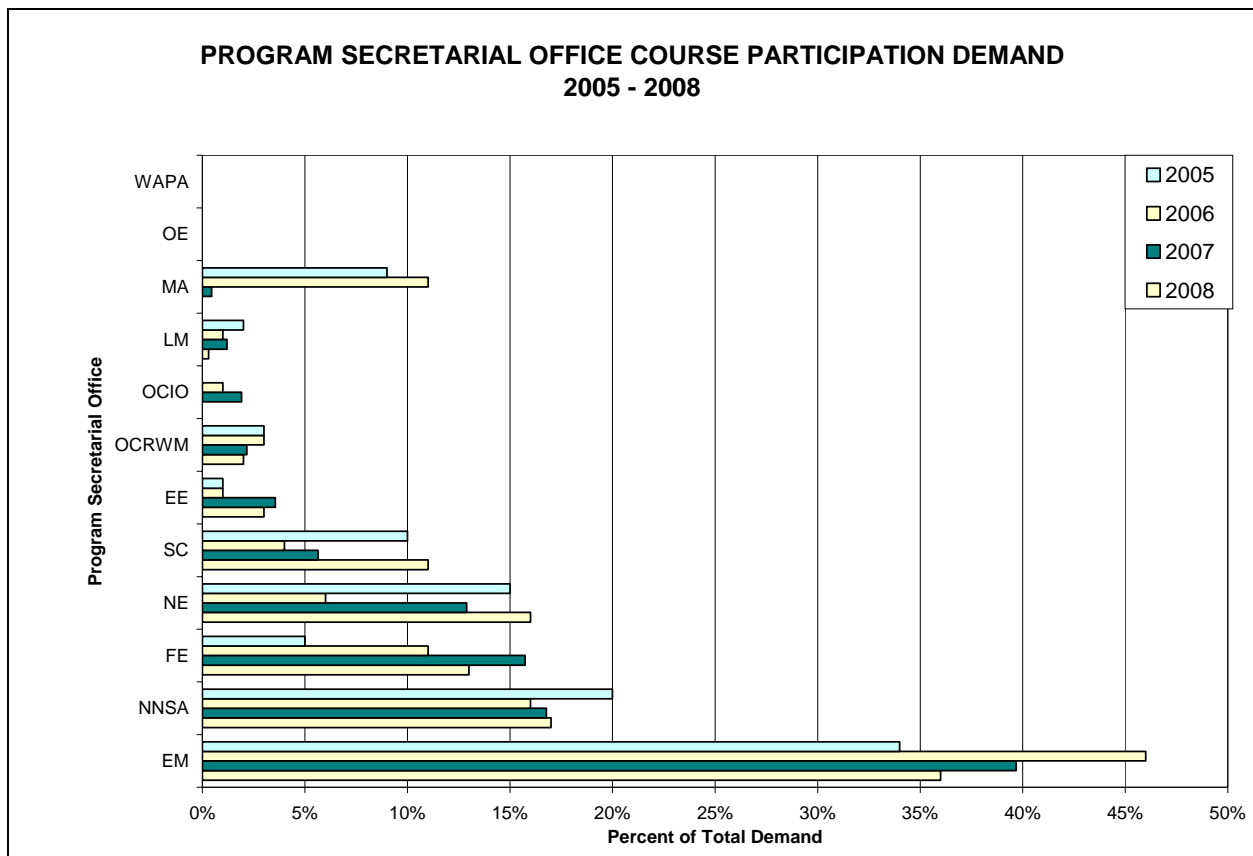
One delivery of Real Property Asset Management course was completed in early FY 2008. Courseware development and prototype course delivery for Program Management Fundamentals was concluded in early FY 2008 with the delivery of the prototype course. Course delivery in FY

2008 and beyond will be conducted based on customer interest and needs. Both courses are not a part of a certification program.

COURSE PARTICIPATION

Data Call results: The annual data call results in course participation demands from the participating program secretarial offices (PSO). Chart 1-9 shows the course demand by PSO from FY 2005 through March 2008.

**Chart 1-9. Program Secretarial Office Course Participation Summary Table
FY 2005 – March 2008***



* FY 2008 data is calculated through March 2008

SPECIAL CUSTOMER TAILORED PRODUCTS AND SERVICES

As identified earlier, the PMCDP Business Line customer base not only includes individual participants, but Program Offices. Accordingly, the PMCDP Business Line recognizes special needs of Program Secretarial Office and Staff Office customers. Their special needs range from special schedule sequences to focused coursework for groupings of their staff members. The PMCDP Business Line accommodates such customer needs and offers tailored products and services.

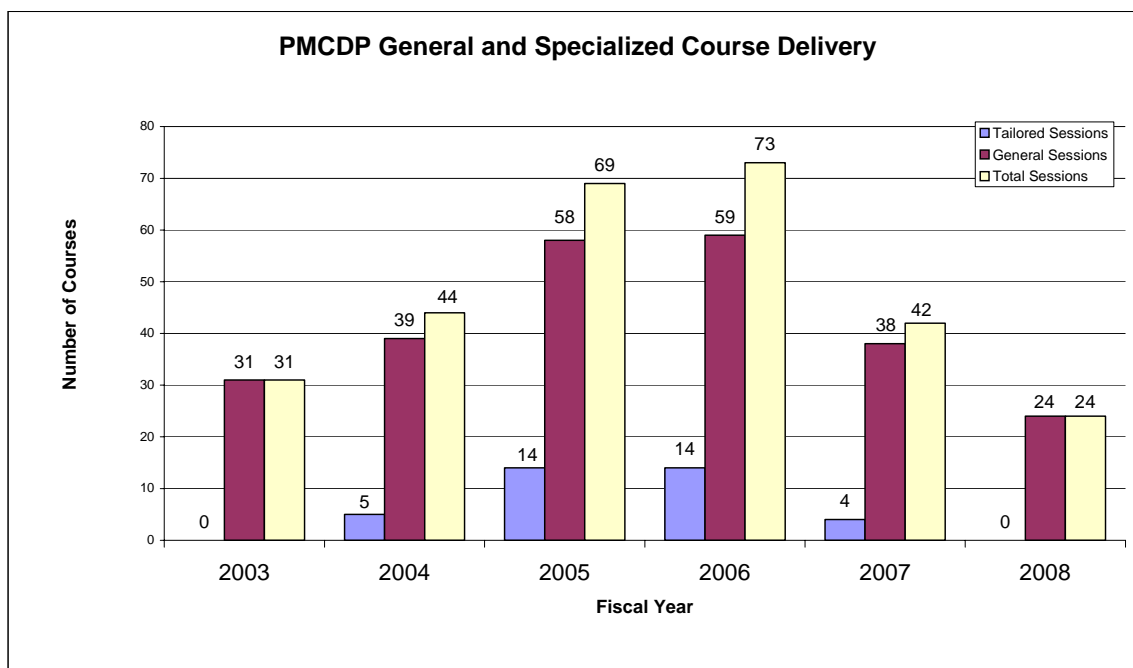
Examples:

- (1) The Business Line provides services for tailoring course delivery schedules based on project management development needs for participants located at specific site offices. Although the curriculum is designed to meet individual participant needs based on a participant's project experience, many offices recognize the value in establishing a tailored delivery of classes for which their staff may sequence through the available curriculum, one course after another.
- (2) The PMCDP conducted focused sessions for coursework specifically tailored for participants from the Office of Environmental Management (EM), requiring special tailoring of a specific course to meet its project management mission. These courses were made available to EM staff and conducted at site offices across the nation.

Additionally, special needs of the Office of Nuclear Energy (NE) required tailoring a special course sequence and scheduling for a full PMCDP performance level, which consisted of six courses conducted with participants divided into two cadres attending concurrent sessions at the headquarters site.

- (3) Consequently, Chart 1-10 identifies the delivery of specialized course delivery to program offices in comparison to general and total courses offered.

**Chart 1-10. PMCDP Custom and General Course Delivery Comparison
FY 2003 – March 2008***



* FY 2008 data is calculated through March 2008

SUBSCRIPTION OFFICES

In FY 2007, fifteen program and staff offices contributed to the PMCDP Business Line. The following fourteen are current subscribers to the PMCDP for FY 2008:

- Energy Information Administration
- Legacy Management
- National Nuclear Security Administration
- Office of Civilian Radioactive Waste Management
- Office of Energy Efficiency and Renewable Energy
- Office of Environmental Management
- Office of Fossil Energy
- Health, Safety, and Security
- Office of Human Capital Management
- Office of Information Management
- Office of Management
- Office of Nuclear Energy, Science and Technology
- Office of Science
- Office of the Chief Information Officer

PRICING POLICY

In the first three years of operations, FY 2004 – FY 2007, the Business Line assessed programs based on number of projects, the value of projects in the portfolio, and the number of incumbent and candidate project directors, including information technology project directors. Costs related to the PMCDP will be charged to programs based on their prorata share of the number of projects and the value of those projects in the Project Accounting and Reporting System (PARS). The variable costs of delivering courses will be charged to programs based on their prorata share of targeted participants.

In addition, some programs outside of the assessment pool desire participation in the training offered. In those cases, the Business Line will allocate a certain number of slots, on a space available basis, at a pre-determined recovery rate. Alternatively, Programs may make special arrangements with the Working Capital Fund and the PMCDP Business Line to deliver courseware specifically targeted to their staff. In those cases, costs will be determined based on identified requirements.

ACTUAL COSTS

The PMCDP has reached a steady state level of product delivery i.e., the basic Program is in place, classes are being delivered, updated, added to etc. The Program's steady-state cost was estimated at an overly-optimistic level of \$1.0M per year. In reality, the Program, with reasonable performance expectations costs approximately \$1.4M per year. The additional costs have not been apparent because PMCDP has been buying down accumulated WFC carry-over. PMCDP will be targeting a modest funding ramp-up to \$1.2M in FY09 and \$1.4M in FY10 with incremental increases in out-years. Depending on changes proposed by the Certification Review Board, outcomes of the Root Cause Analysis/Plan and leadership direction, these cost goals may change.

DEFINING SUCCESS

The Department recognizes the criticality of successful projects. Consequently, successful management of projects and the development of FPDs has become a focal point of improvement efforts and is a key goal of PMCDP. To ensure the PMCDP provides outstanding services to its customers, process controls have been implemented emphasizing management and intra-office involvement on key business/customer outcomes and processes. The design of PMCDP builds on research from benchmarking project management practice and standards in industry and other federal agencies, as well as, incorporating key findings from studies conducted by stakeholder groups and organizations as they impact agency related project management.

The PMCDP approach is to emphasize best practice in the career and knowledge development products and services made available to its customers. As part of the PMCDP process of improvements, PMCDP encourages a culture of collaboration and communication, process

**Project Management Career Development Program
FISCAL YEAR 2008 – 2012 PLAN**

Page 18

reengineering, and problem solving. Key objectives of the Business Line's plan are found in the following table.

BALANCE SCORE CARD (BSC) ELEMENTS

For FY 2007 through FY 2012 the PMCDP balance scorecard objectives are identified. Table 1-1 shows the progress of PMCDP over all the BSC elements.

**Project Management Career Development Program
FISCAL YEAR 2008 – 2012 PLAN**

Page 19

Table 1-1. PMCDP Balanced Score Card Report

BALANCE SCORE CARD ELEMENTS									
Performance Goal	Performance Standard	FY 2004		FY 2005		FY 2006		FY2007	
		#	%	#	%	#	%	#	%
Customer Objective: Increase customer usage									
Increase the number of persons certified*	Annual increase of 7%	36	N/A	67	86	91	36	77	73
Communication plan is developed and executed	Increase communication execution by 20%	N/A	5	50%					
For FY 2007 and beyond, goals for executing the communication plan will focus on improving the quality of communications.									
Success Objective: Maximize customer certification									
Increase the percentage of persons certified that are required to attain certification*	100% certification	20	21	63	66	96	100	92	97
Increase the percentage of persons certified to required levels (Line Item Projects)*	100% certification to the required level	N/A				60	87	52	88
Increase the percentage of persons certified to required levels (Environmental Clean-up Projects)*	100% certification to the required level	N/A				36	64	24	69
Process Objective: Streamline internal processes									
Participation compared to planned capacity	Participation of course sessions at least 50% of planned capacity	N/A		63	91	67	92	39	91
Percentage participants successful complete course (i.e., pass)	95% course completion	N/A		98%		99%		99%	
Increase percentage of applicants certified*	70% of certification candidates attain certification	N/A		88%		91%		92%	
Business Intelligence Objective: Improve systems in support of Business Line mission									
Completion of professional development activities for Business Line Manager	Business Line Manager completes at least one professional development training activities annually	1	100	0	0	1	100	1	100
Business Intelligence Objective Data Below is Cumulative									
Increase percentage of Federal Project Directors (on board) associated to the PMCDP Employee Self Service (ESS) module*	100% of Federal Project Directors (on board) associated to PMCDP (ESS) module	0	0	31	30	106	55	230	99.6

* Does not include data on Information Technology Federal Project Directors.
N/A means not applicable.

Future

The PMCDP is strategically positioned to continue the generation of measureable, positive changes to both the quality of DOE Project Management technique and culture. In the short to mid-term, PMCDP will:

- Support of the Department's Root Cause Analysis with the goal of getting DOE off the General Accountability Office High Risk list,
 - Establish a reasonable steady state funding profile,
 - Benchmark against other Federal agencies, such as the Defense Acquisition University (DAU) and the National Aeronautic and Space Administration,
 - Work with Federal Acquisition Institute and DAU to establish levels of course reciprocity
 - Establish a meaningful course audit program.
 - Update course offerings and reenergize the Subject Matter Expert program.
 - Improve the efficiency and effectiveness of Certification Review Board processes.
-

ATTACHMENT

PMCDP Certification Requirements**

Level 1

Training

Core Courses:

1. Project Management Essentials or PMP Certification
2. Project Management Systems and Practices in DOE
3. Earned Value Management System (EVMS) and Project Reporting or PMP Certification
4. Contract Administration for Technical Reps.
5. Acquisition Strategy and Planning
6. Planning for Performance-Based Management Contracting or PMP Certification
7. Integrating Safety into Project Management (required after 1/1/08)

Electives: None

Work/Development

1. One of the following:
 - One year of experience as a project engineer or Integrated Project Team (IPT) member
 - Professional Engineer (PE) or Registered Architect (RA) license or PMP Certification
2. Three years experience in project management or PMP Certification.

Level 2

All Level 1 Federal Project Director requirements completed, plus the following:

Training

Core Courses:

1. Advanced Concepts in Project Management
2. Project Management Simulation
3. Project Leadership/Supervision
4. Project Risk Analysis & Management or PMP Certification

Electives (Select one) or PMP Certification:

1. Cost and Schedule Estimating (and Analysis)
2. Scope Management/Baseline Development
3. Value Management
4. Federal Budget Process in DOE
5. Environmental Laws and Regulations & National Environmental Policy Act

Work/Development

1. One year of project management experience on a on a post CD-3 phase project, or serve one year with an Architect/ Engineering firm or DOE M&O/ M&I contractor on a post CD-3 project. In addition, the Certification Review Board may waive this requirement, in consultation with the appropriate program directors and field managers, for Federal Project Directors with more than 10 years of Federal experience in project management roles.
2. Two year's experience as a Level 1 Federal Project Director or equivalent.
3. One year experience as a supervisor or as team leader.

** DOE project directors must be certified according to the guidance contained in O361.1B, Chapter IV, the separately issued CEG, and have their certifications approved by the DOE CRB or the NNSA Administrator, as appropriate.

**Project Management Career Development Program
FISCAL YEAR 2008 – 2012 PLAN**

Page 22

PMCDP Certification Requirements (continued) **

Level 3	Level 4
<p>All Level 1 and Level 2 Federal Project Director requirements completed, plus the following:</p> <p>Training</p> <p>Core Course:</p> <ol style="list-style-type: none">1. Program Management & Portfolio Analysis <p>Electives (Select two, one from each group):</p> <p>Group A:</p> <ol style="list-style-type: none">1. Project Execution and Operational Readiness Reviews2. Pre-Project Planning/Project Alignment3. Systems Engineering4. Implementation and Management of Performance-Based Management Contracting <p>Group B:</p> <ol style="list-style-type: none">5. Labor Management Relations6. Negotiation Strategies and Techniques7. Facilitation Techniques/Conflict Resolution <p>Work/Development</p> <ol style="list-style-type: none">1. Two year's experience as a Level 2 Federal Project Director or equivalent.2. Being mentored by a Level 4 Federal Project Director for six months.3. Serve one year as a COR. <p>Interview</p> <p>Level 3 candidates must successfully complete DOE CRB panel interviews. However, this requirement will not apply to Federal Project Directors who were incumbents at Level 3 or 4 before the date of issuance of DOE Order 361.1 (June 13, 2003). New DOE hires for positions requiring Level 3 certification must successfully complete CRB panel interviews. The procedures for these interviews are to be issued by the CRB.</p>	<p>All Level 1, 2, and 3 Federal Project Director requirements completed, plus the following:</p> <p>Training</p> <p>Core Course:</p> <ol style="list-style-type: none">1. Level 4 Project Management/Executive Communications <p>Electives (Select one):</p> <ol style="list-style-type: none">1. Advanced Leadership2. Advanced Risk Management3. Strategic Planning <p>Work/Development</p> <ol style="list-style-type: none">1. Two year's experience as a Level 3 Federal Project Director and have a minimum of eight years project management experience as a project director on at least two different projects. At least 3 of the 8 years must be post CD-3 experience; and at least 1 year of the 3 years of post CD-3 experience must be on a level 3 or higher project.2. Perform program management duties with 180 days (minimum) at DOE HQ. Duties at headquarters may be fulfilled non-consecutively in two 90-day details. In addition, this requirement may be waived by OECM, in consultation with the appropriate program and field managers, for Federal Project Directors with more than 10 years of Federal experience in project management roles. <p>Interview</p> <p>Candidates for Level 4 certification who have successfully completed the panel interview for level 3 certification and Federal Project Directors who were incumbents at Level 3 or 4 before the date of issuance of DOE Order 361.1 (June 13, 2003) do not require a panel interview to attain Level 4 certification. New DOE hires for positions requiring Level 4 certification must successfully complete CRB panel interviews. The procedures for these interviews are to be issued by the CRB.</p>

** DOE project directors must be certified according to the guidance contained in O361.1B, Chapter IV, the separately issued CEG, and have their certifications approved by the DOE CRB or the NNSA Administrator, as appropriate.